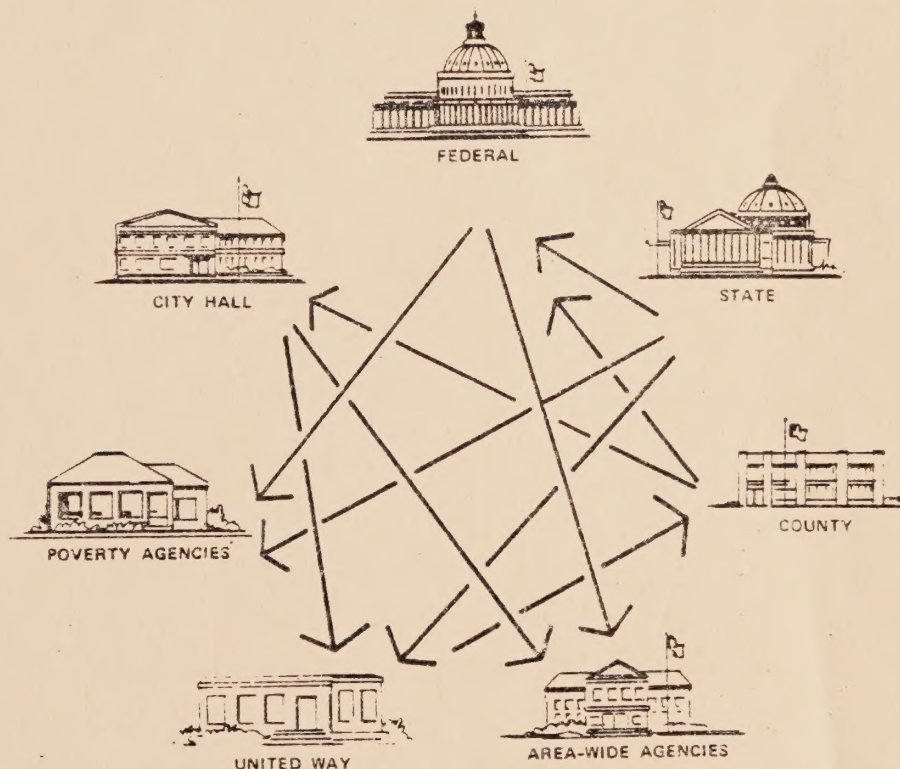


# HUMAN NEEDS AND HUMAN SERVICES IN ALAMEDA COUNTY

## Part III Recommendations



Prepared for:



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## CONTENTS

### PART III--RECOMMENDATIONS

Introduction . . . . .	III-1
Recommendations . . . . .	III-3



## INTRODUCTION

The recommendations which follow need to be considered in light of the discussion of trends affecting United Way, roles for United Way, and resources available to United Way in Parts I and II.

Although the recommendations are presented by service area, certain overall recommendations apply to each of the fields of service. SRI and Morrison/Rowe believe that United Way volunteers and planning staff should consider the courses of action recommended below in light of the following general principles:

- If United Way is to have significant impact in the human service system it should not necessarily seek to determine those service areas where there is the most pressing need. Rather it should seek to fund services where there is both pressing need and the opportunity for United Way funding to make a significant difference.
- The values of decision makers underly all decision making. Data alone cannot provide the answers to difficult choices involving divergent target groups and problems. United Way decision-making consequently should rest on a firm and explicit foundation made up of the goals that United Way is seeking to maximize.
- In terms of dollars available for funding human services, United Way is small in comparison with all levels of government. However, United Way can make more use of its corporate and labor contacts to amplify the impact of its funding.
- The long-term effects of Proposition 13 on funding for human services are unknown. However, it is clear that there will be cutbacks in local government delivery of human services as well as attempts made to increase the efficiency or change the character of many services over the next few years and United Way must be ready to respond to these developments.

- United Way needs to examine more carefully what activities its agencies are undertaking. Services should be evaluated and compared across agencies to determine their efficacy and efficiency and to identify duplicative efforts. More efficient means of service delivery should be sought. Attempts should be made to redirect current programs where possible rather than to establish new ones.
- United Way decision makers must realize that all decisions will be made with imperfect data. The true magnitude of need will never be determined and the best location and means by which to deliver services are always subject to debate.
- Divergent opinions regarding appropriate directions will always exist. SRI's recommendations are based on our best judgements. Broader expertise is available, particularly related to county issues, on the individual county planning committees; that expertise should routinely be applied to the making of decisions.

The recommendations that follow suggest areas in which United Way might move in these directions. The specific activities to be funded will have to be defined in the specific circumstances of projects under consideration.



## Recommendations

### Employment and Economic Security

Funding through the Federal CETA program dominates the employment area with peripheral contributions by United Way. Depending on the course of Federal legislation, United Way agencies might be called upon to establish (or locate) jobs for the hard-care unemployed--jobs with a lower salary ceiling than current CETA positions. United Way could play a significant leverage role by providing technical assistance, supplies and facilities for the program.

Neither the public sector nor United Way agencies have been active in the area of community economic development. In great measure, minority communities are in desperate need of business opportunity in private sectors. United Way might fund a demonstration "affirmative purchasing" program designed to encourage corporations to purchase goods and services from minority vendors and to assist minority vendors to more effectively market their goods and services. Such programs which have been tried elsewhere could build on United Way's close relationship with the business community to leverage private sector resources for community economic development, while at the same time helping to serve basic needs of business. Such a program need not be costly and has the potential for relatively high impact if properly staffed and if the cooperation of leaders in the business community is secured. As transportation and energy costs rise, the economic advantage of the large, centralized operation supplying a whole region begins to shrink, so that an affirmative purchasing program using local suppliers makes better economic sense than it did before the energy crisis.

While United Way historically has focussed its vocational rehabilitation service on sheltered workshops most recent efforts in the rehabilitation field have been successfully applying an independent living approach. United Way might consider developing some links with the two agencies employing this approach in Alameda County.

#### Health

The major factor in the area of health will continue to be the County Health Care Services Agency, but there seem to be some unmet needs that United Way could assist in filling. Potential consumers, community leaders and agency professionals in Alameda County all indicated that medical care was a high priority need. Consumers were particularly interested in the expansion of community health clinic services. United Way might provide gap-filling services in areas overlooked by the agencies administering major programs and support demonstration programs which reduce medical care costs or promote new innovative approaches to community medicine.

#### Basic Material Needs

The current United Way practice of supplemental funding to agencies providing service to meet basic material needs seems a sensible one given the level of funding available to United Way. Housing services was a high priority of community leaders surveyed, though only a moderate priority with potential consumers and clients and agency professionals. The Alameda County Planning Committee established emergency assistance (particularly



emergency housing) as one of its priorities. In light of major activities in other areas of housing cities through local Housing and Community Development Program, emergency housing may be an area where United Way should either attempt to leverage public collaborative funding or try direct funding on its own.

#### Public Protection

Although the public protection and social services have been largely funded by Federal, State, and local governments, LEAA sponsored victim/witness programs and GRS alternative corrections are threatened as a result of the expiration of LEAA funding and the passage of Proposition 13. Most of these programs are subjected to formal evaluation, which could assist United Way in determining which agencies might be worthy of continued support. Consumer protection and information service was a moderately high need area in which there currently is neither significant public nor United Way investment in Alameda County. Further, consumer protection and information is one area where a modest United Way investment in direct service provision might have substantial impact on the problem.

#### Social Development

This is the cluster where United Way's impact is most clearly felt. In this cluster United Way is very active but the public sector is relatively inactive. Many of the services (the YMCA and Boy Scouts, etc.) meet the needs of the middle class population. The typical role for United Way in this cluster has been direct service provision. An area of high unmet



need according to all three surveys is day care for children, which also has been adopted by the CPC as a top priority for FY-79-80. This is an area, however, where United Way has already made a substantial investment. New efforts in this area might focus on lower cost day care arrangements, perhaps aimed at those least able to afford proprietary care.

#### Community Organization and Management

United Way can play a significant planning and advocacy role through this cluster. Particularly in light of the passage of Proposition 13, United Way quite legitimately might assess patterns of service delivery, identify overlapping service, facilitate planning and coordination of services by assisting meetings of concerned professionals and citizens, and undertaking in-depth studies of specific human service activities and needs.

Volunteerism has been an important element in the human service system in this country. United Way should consider approaches to expand and develop new voluntary services to mitigate hardship resulting from Proposition 13.

In addition United Way might consider funding research and innovative programs which would result in greater efficacy and/or efficiency in the delivery of human services. For example, recent evaluations of child abuse prevention programs have found that the low cost lay practitioner program are more effective in dealing with child abusing parent than other more costly professional practitioner services. Other study such as this might be

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